

United States Army, Europe and 7th Army

Freedom's Expeditionary Force

# EUR ARMY

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SITREP:

# Afghanistan





## COMMANDER'S NOTES

**W**elcome to the first edition of the new EURArmy Magazine!

All of us in USAREUR are proud to bring back the publication of this historically great magazine after a 14-year absence. In May of 1962, Gen. Bruce Clark, then commander in chief, United States Army Europe, delivered the first issue of "Army in Europe" as a command information magazine to provide the Soldiers and families of USAREUR:

*"...a picture of the command in which we all live  
... and to ...contain information of practical value for  
all of us as Americans serving and living in foreign  
lands."*

Army in Europe Magazine was retitled EURArmy in 1976 and remained in production until January 1991. Today, USAREUR is fully engaged in the Global War on Terror, while concurrently executing a complete and exciting transformation of its forces and facilities. We are busier now than at any other time that I can recall over my past 36 years of military service. Despite our extremely busy schedule, USAREUR Soldiers, family members and Department of the Army Civilians continue to do incredible and prideful things that should be highlighted and shared with the USAREUR family and others that have an interest in what we are doing. Now is the right time to restart EURArmy magazine to tell our story — your story — the USAREUR story.

This magazine showcases the great things that USAREUR soldiers and civilians do every day in support of our nation, our friends, allies and partners across Europe, Eurasia, Africa and beyond.

We have designed this magazine to show you what we are all about and what we are up to in a wide range of missions and activities; from fighting the GWOT to expanding our relations with our friends and allies. From Peace Support Operations to the total transformation of our forces here in Europe.

Turn the pages, and you will see how we are fully engaged in the Global War on Terror with major combat formations. Grasp the complexity of our transformation campaign to deliver the right mix of warfighting capabilities for the theater, while concurrently rebasing them to new and better facilities to provide for premier quality-of-life for our Soldiers, families and Department of the Army civilians. USAREUR is now and will continue to be an exciting place to serve. See for yourself.

This edition's primary focus is on our preparations and contributions to the GWOT. In these pages we show you how the warriors of USAREUR are bringing peace and stability to the newly-liberated nations of Iraq and Afghanistan.



Explore how our Soldiers train at our Expeditionary Training Center; a premier, European-based, fully deployable and joint capable apparatus that has excelled in preparing Army, joint and multinational Soldiers and formations for full-spectrum operations. Our ETC performs these functions routinely, while simultaneously serving as a powerful instrument for European Command's continuing Theater Security Cooperation Mission.

Additionally we cover the myriad of ways we are working to help transform and professionalize the land forces within the EUCOM area of responsibility. This issue highlights combined training exercise Torgau 2005. Coverage of other exercises upcoming this summer will demonstrate our strong support and execution of EUCOM's Theater Security Cooperation strategy.

Finally, we devote plenty of space to discuss the human dimension of our business with stories written from the Soldier's perspective, but tied to the strategic setting. We also showcase our extremely successful Soldier and Family support programs, which have paid such tremendous dividends during our continued commitment to the GWOT. These programs will remain focused on ensuring the well being of our great families, Soldiers and DA civilians. We hope we successfully demonstrate by example how the people of USAREUR are our most important commodity.

I am confident you will find this magazine exciting, educational, and useful. I hope you enjoy it as much as we've enjoyed putting it together.

Any Mission, Anywhere!

B. B. BELL  
General, USA  
Commanding

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▲▲▲ photo by Staff Sgt. Russell Lee Klika, 278th RCT Public Affairs Office

Staff Sgt. Dooley Buckner, from Knoxville, Tenn., operations noncommissioned officer in charge for Regimental Headquarters and Headquarters Troop, 278th Regimental Combat Team, pulls security during an Army-provided medical visit to a village near the city of Balad Ruiz, Iraq. Soldiers of the 278th served during Operation Iraqi Freedom II as part of 1st Infantry Division's Task Force Danger, and now serve in OIF III. The 278th is slated to return to Tennessee late this year.

◀◀◀ Cover

photo by Sgt. Adrian Schulte, CJTF-76 Public Affairs Office

A 1st Battalion, 508th Parachute Infantry Regiment Soldier on a patrol wades a small stream in Afghanistan.

# EURArmy

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photo by Sgt. 1st Class Harvey Cole, USAREUR Public Affairs Office  
New friends train on a simulator to become familiar with the M1A2 Abrams main battle tank weapons systems before participating in a live-fire demonstration the following day during Exercise Torgau '05.

# U.S., Russian Soldiers renew 60-year-old bonds at Torgau '05

by Karl Weisel, 104th ASG Public Affairs Office,  
and Master Sgt. Dave Melancon, 1st AD Public Affairs Office

**They once stared at each other across a booby-trapped no-man's land during 40-plus years of Cold War. But now Russian and American Soldiers serve together, train together and recently had a chance to learn more about each other's countries and cultures.**

During Exercise Torgau 2005, May 23 to June 3, more than 400 Soldiers from the U.S. Army's 1st Armored Division and the Russian 4th AD trained together on each other's turf. The exercise began at the Russian Combined Arms Academy and the Solnechhogorsk Training Area in the Russian Federation, and ended at the U.S. Army's Grafenwoehr Training Area in Germany.

Named after the German town on the Elbe River where Russian and American armies linked up in the final days of World War II's European conflict, Exercise Torgau 2005 marked the first time frontline Soldiers trained together in a field setting, according to 1st AD officials.

An extension of Torgau 2004, during which senior Russian and American officers worked together as a single staff, this year's exercise brought Soldiers and company-level training into play as well.

Torgau 2005's opening ceremony May 23 at the Combined Arms Academy, Russian Federation Armed Forces, also marked a starting point of a different kind, as U.S. and Russian Soldiers came together and formed partnerships.

Following introductions, brigade and battalion-level battle staff members remained at the academy for the day to discuss each army's doctrine, unit structures, missions and planning methods. Soldiers of the "joint company team" formed for the exercise traveled to the Russian Army's Vystrel Training Center in Solnechhogorsk, about 60 miles

north of Moscow, to learn about Russian military equipment and small-unit tactics.

The first three days at the training site were spent in the classroom and on weapons simulators, learning the basics of Russian weapons. At the same time, combat engineers studied Russian mine emplacement techniques.

Sgt. Lee Gregorie, A Co. 1st Battalion, 6th Infantry, spent three days with a Russian SVD Dragunov Sniper Rifle, learning to take apart, reassemble and maintain it.

Then came hands-on day four — a morning spent zeroing the weapon, followed by an afternoon knocking out targets up to 700 meters away under the mentorship of a premiere marksman.

"We're training with one of the best snipers in the Russian army,"

Gregorie said. "This is a great chance to train with (Soldiers) of other countries."

Meanwhile, tankers from the division's 1st Battalion, 37th Armor Regiment took command of Russian T-72 main battle tanks and put rounds down range; U.S. and Russian infantrymen practiced two-man assaults with the Kalashnikov RPK light machine gun and AK-47 assault rifles; and combat engineers put their mine-laying and obstacle-breaching skills to work.

Out on the ranges, shooting, moving and communicating posed no obstacles for Americans or Russians. All spoke "Soldier."

"You can go a long way with sign language," said Spc. Douglas Henderson, a scout with the division's 1st Bn., 6th Inf., after taking down a few targets with his Russian counterpart,

Cadet Alexander Voldolazov. "... a scout is always a scout."

"Me and my friend, we shoot good," Voldolazov said, pointing to their machine guns and to the fallen pop-up targets down range.

The 1st AD Soldiers seemed impressed with the Russian weapons and training facilities.

The RPK and PKM have features to impress any infantryman, said Spc. Ryan Kahlor of A Company, 1st Bn., 6th Inf.

"They are really easy to clean, and they have a lot less parts," he said. "And they are easy to fire in any conditions."

"It is really cool to peek into their culture and see how they use their arsenal," added Pfc. Phillip Komosa, also from Co. A, 1st Bn., 6th Inf.

After the last round was fired, the combined group found time to kick





**“We’ll see the end state of the military decision-making process through a computer-assisted simulation ... the (operations orders) we produced as a combined staff will be executed at Grafenwoehr.”**

— Capt. Cleveland Johnson,  
1st Armored Division radio officer

photo by Sgt. 1st Class Harvey Cole, USAREUR Public Affairs Office  
His magazine empty, a Russian Soldier prepares to reload during a simulated squad attack at the Grafenwoehr Training Area during Exercise Torgau '05.

**“Although we speak two different languages, our armies are very, very similar.”**

— Capt. Christopher Kuzio,  
U.S. company team commander,  
Torgau '05

back while waiting for buses to pick them up from the ranges. The group buzzed with “Soldier-speak” as the troops exchanged insignia, addresses and autographed dollar and ruble bills. And of course, shared every Soldier’s most basic right – to gripe. Heat and the ever-present mosquitoes were the top complaints.

Back at the Russian garrison, hot chow was followed by a briefing on company-level tactics, pick-up soccer and volleyball games, and just hanging out in front of the barracks sharing cigarettes and small talk until final formation and lights out.

The next day was filled with mission rehearsals for the combined arms live-fire exercise to come. Using the tanks, personnel carriers, combat engineer tools and small arms they had trained with during the week, U.S. Soldiers and their Russian officer cadet counterparts took on an opposing force in a morning-long battle.

Artillery pounded a mock enemy as tanks and armored vehicles assaulted the opponents’ left flank and engineers and dismounted infantrymen took the center. The “enemy” didn’t stand a chance, participants from both armies said.

“It went well, especially for the interaction between our Soldiers and (Russian company team commander 1st Lt. Nicoli Chuvai’s) Soldiers during the offense and counterattack,” said Capt. Christopher Kuzio, commander of the U.S. company team. “Our two (armies) and our officers are very similar. Although we speak two different languages, our armies are very, very similar.”

“Thanks to unified efforts between the Russian and American forces, the training was excellent,” said Chuvai through a translator. “We can perform together on the battlefield.”

While Soldiers and cadets studied weapons and tactics, brigade and division staff officers gathered at the academy in Moscow to learn the finer points of each army’s doctrine and combat formations. They then crafted operations orders for the next phase of the exercise, at Grafenwoehr.

“We’ll see the end state of the military decision-making process through a computer-assisted simulation,” said Capt. Cleveland Johnson, 1st AD radio officer. “The (operations orders) that we produced as a combined staff will be executed at Grafenwoehr.”

The order was the first produced by a combined team of U.S. and Russian staff officers, Johnson said.

Following the training, U.S. Soldiers got to know their Russian hosts and saw some of their country.

“We got a lot of chances to hang out with the Russian Soldiers,” said Spc. Douglas Henderson of Headquarters and Headquarters Company, 1st Bn., 6th Inf.

“We also had time to spend about an hour and half in Moscow. It was a lot of fun.”

The Russian part of the mission complete, the teams moved on to





*photo by Master Sgt. Dave Melancon, 1st Armored Division Public Affairs Office*

A 1st Armored Division Soldier and a Russian Soldier shake hands following closing ceremonies of the Russian phase of Exercise Torgau '05 at the Russian army's Vystrel Training Center May 26. The Soldiers had exchanged unit patches a few moments earlier.

**"We've been able to knock down a lot of old barriers ... This enhances our trust and increases the respect we have for each other."**

— Brig. Gen. Michael Tucker,  
1st AD assistant division commander  
for maneuver

the second phase of the exercise in Germany. The teams that formed in Russia re-formed at Grafenwoehr to learn about U.S. tactics and equipment.

"I'm showing them my Bradley because they showed me their BMP," said Sgt. Justen Robinett of A Company, 1st Bn., 6th Inf., of the armies' respective infantry fighting vehicles. "I'll be proud to show (them) what it can do."

"We'll be paying back the favors and hospitality they (Russian Soldiers) gave us," said infantryman Pfc. Arnulfo Gomez, also of A Company, 1st Bn., 6th Inf. "We can show them



*photo by Paula J. Guzman, 7th Army Training Command Public Affairs Office*

Soldiers review a diagram of key training positions at Grafenwoehr during Torgau 2005.

that by working together we can accomplish a lot. I want them to know that they have friends in another part of the world and that they can depend on us."

In Grafenwoehr, U.S. and Russian leaders continued their work on the operations orders as their Soldiers took to the weapons ranges.

"I think it's been a positive experience and a good chance to work

with them, and (for) them to work with us," said Staff Sgt. Craig Meads of Company A, 1st Battalion, 35th Armor. "Going into this I was very positive and really looking forward to it. Not too often do you get an opportunity to do something like this ... it was very positive for our two countries."

"This training is very important, so that we will know how to work



together with our American friends in a real battle,” said Russian Artillery Academy cadet Sergei Chimilkin during live-fire training with his counterparts from the 4th Battalion, 27th Field Artillery. “These exercises will help us with our partnerships in the future.

“The American sergeants and Soldiers working with us have very high skills and standards. Also, training with the Paladin (155-millimeter cannon) was very good,” Chimilkin said.

Cadet Semyon Kuzmin, studying to be a marine platoon leader, spent some of his time with 1st AD Soldiers training inside a simulated Bradley Armored Fighting Vehicle.

“For me it is very interesting, because I have been interested in foreign equipment. Here I have a chance to learn about it first-hand,” said Kuzmin. “I found some real friends among the American Soldiers.”

Brig. Gen. Michael Tucker, the 1st AD assistant division commander for maneuver, served as the exercise director for Torgau ‘05. He said the lessons learned during the exercise succeeded in the field, proving the Americans and Russians could share and understand each other’s doctrine and tactics. Maybe more importantly, the exercise cleared a path that will allow the two armies to cooperate in the future.

“We’ve been able to knock down a lot of old barriers that have existed for many years. This enhances our trust and increases the respect we have for each other,” Tucker said. “The Russians and the U.S. (Soldiers) are equally delighted to have had this opportunity. We’ve reflected on the old times and are so very glad nothing ever really happened.”

“The training aspect is what allows us to draw closer,” said Sgt. 1st Class Anthony Hurst, 1st Battalion, 35th Armor. “I think it’s a good opportunity for the young Soldiers we have to deal with Soldiers from other countries. They come out here and see another country, another culture. It’s a chance to find some common ground.”

*Bill Roche, V Corps Public Affairs Office, and Sgt. Gregory Withrow, 1AD Public Affairs Office, contributed to this story.*

photo by Paula J. Guzman, 7th ATC Public Affairs Office  
A Russian Soldier dismounts from the back of Bradley Fighting Vehicle during a squad tactics training session at the Grafenwoehr Training Area during Torgau ‘05.





Soldiers live the warrior ethos and are trained and ready for the challenges of today's Army.

# Readiness through reintegration: the USAREUR model for success



photo courtesy 1st Infantry Division Public Affairs Office

Staff Sgt. Francisco Huereque Jr., a Tactical Unmanned Aerial Vehicle maintenance chief with Company A, 101st Military Intelligence Battalion, greets his children at his platoon's welcome home ceremony May 29.

**Reintegration: A deliberate plan for ensuring the well-being of Soldiers, civilians and their families as they reunite after an extended and arduous deployment.**

by Lt. Col. David Fulton  
Chief, Plans and Operations, USAREUR G1

For more than a year now, United States Army, Europe has systematically redeployed Soldiers and civilians from combat and support operations in both Iraq and Afghanistan. During that time, the command has coordinated closely with Installation Management Agency – Europe to develop and refine a formal program to reintegrate returning Soldiers and civilians with their families.

USAREUR's reintegration model is designed to ensure Soldiers and civilians successfully and smoothly reunite with their families and return to their European-based communities. The model is efficient, organized and thorough in addressing and overcoming the challenges associated with extended separations and arduous deployments.

USAREUR's G1 Personnel Directorate recently released a leaders' guide outlining the latest improvements to the reintegration system. The guide gives leaders redeploying troops from Iraq and Afghanistan a how-to plan for ensuring the personnel readiness of their Soldiers, civilians and families.

### The Model

USAREUR's formal reintegration model directs that the first 45 days after an individual returns from a hazardous duty area be used exclusively to address physical, mental, emotional, spiritual and environmental requirements. This time is used to rejuvenate the warrior spirit and rebind the family unit.

Within this 45-day window, the first seven days are mandated as consecutive half-days of work. These half-days are critical in facilitating a gradual reintroduction of redeploying Soldiers and civilians with their families and community. They also provide a well thought-out and monitored dissolution of teams — Soldiers who have depended heavily on each other during a year in a combat zone.

Only after Soldiers finish this seven-day period and successfully complete all requirements outlined on the USAREUR reintegration checklist are they permitted to begin block leave.

**“This is the human dimension of redeployment.”**

— Gen. B.B. Bell,

USAREUR commanding general

While this deliberate reintegration model has been a real success, USAREUR's experience has also demonstrated that personal issues and problems resulting from deployment continue to exist and impact readiness after the initial 45-day reintegration period is over.

Mental health screening surveys conducted by the U.S. Army Medical Research Unit-Europe, part of the Walter Reed Army Institute of Research, indicated levels of depression, post-traumatic stress disorder, anger, relationship issues, and alcohol problems in certain redeployed Operation Iraqi Freedom units are higher at 120 days post-redeployment than during the seven half-day reintegration



# Reintegration



photo by Karl Weisel, 104th Area Support Group

Sgt. Robert Renny, of the 127th Aviation Support Battalion, enjoys the Welcome Home festivities with his 10-month-old son Tyler on Hanau's Fliegerhorst Airfield Sept. 17, 2004.

period. Other recent military research also corroborates that stress-related symptoms of Soldiers redeployed from Iraq or Afghanistan increase up to a year post-reintegration.

Armed with this compelling evidence, the USAREUR command moved to educate leaders both to understand and recognize problems and symptoms of stress, and to be aware of community resources available to assist.

This focus on leader education, preparedness and proactive intervention led the USAREUR G1 to develop the latest leader tool to support the long-term reintegration of Soldiers, civilians and their families.

USAREUR's newest leader tool is a 23-page, pocket-sized handbook, the "Army in Europe Pamphlet 600-

8-109-6, Leader Post-Reintegration Guide."

Prepared in conjunction with behavioral health specialists, the guide provides leaders scientific tools and techniques to identify behavioral and stress-related issues that may persist beyond USAREUR's formal 45-day reintegration period.

The guide is distributed to all Sergeants and above serving in USAREUR, and is applicable to Soldiers as well as civilians returning from deployment. The guide also aids families, as it provides leaders with an understanding of symptoms that family members, particularly children, may experience following a parent's deployment.

The Leader Post-Reintegration Guide reinforces and supports the

philosophy of USAREUR Commanding General, Gen. B.B. Bell: leaders must get involved; they bear an enormous responsibility to keep personnel safe.

The guide provides a Soldier and Civilian Risk Assessment that leaders can use to identify those who may be experiencing post-reintegration problems. The guide also provides basic behavior descriptions and questions leaders can ask returning Soldiers and civilians to explore reasons for abnormal behavior.

Empowering leaders with information in this format equips them with a ready-made tool to focus and improve the counseling of subordinates who have been deployed to a combat area.

Additionally, the tone of the questions provided supports leaders by fostering a command climate in which problems are recognized early and appropriate nonjudgmental assistance is given.

The message to both Soldiers and leaders as they "gather around the oak tree" to discuss issues that extend beyond typical safety briefings is that there is no shame in having a post-reintegration issue. The shame is in not recognizing the issue, or worse, recognizing that an issue may exist and not doing anything to address it.

The leader's guide also adds to the robust series of family-focused products and informational resources that the USAREUR Deputy Chief of Staff for Personnel, Brig. Gen. Rusty Frutiger, has spearheaded for the past 18 months. This series, which includes Army in Europe pamphlets, Web sites, briefings and CD ROMS, includes a "Family Focused Deployment Guide," a "Soldiers, Civilians & Family Members Reintegration Guide", three deployment and reunion guides for children and teens, and a "Civilian Deployment Handbook."

These guides, all published since the beginning of operations Iraqi Freedom and Enduring Freedom, provide a wealth of information to support USAREUR families in dealing with the challenges they face before, during and after deployments.

Frutiger, along with other senior leaders, reinforces what the guides provide by visiting all deployed communities and talking with families before and during unit deployments.



# Reintegration



photo by Karl Weisel, 104th ASG Public Affairs Office

Paul Wolfowitz, then deputy secretary of Defense, talks with Purple Heart recipient Staff Sgt. Jason Pepper of Company B, 16th Engineer Battalion, his wife Heather (right) and mother-in-law Denise von Wiecki at the 1st Armored Division Welcome Home Celebration (from Iraq) in Wiesbaden, Germany, Oct. 7, 2004. Pepper suffered major injuries, including the loss of his vision, after an attack in Iraq.

The new Leader Post-Reintegration Guide is reinforced with an accompanying wallet-sized CD-ROM and a dedicated post-reintegration Web site. The CD-ROM contains a telephone listing of agencies within every USAREUR community that provide post-reintegration support. The CD-ROM also links to medical and Army reintegration-related Web sites and specific details on community resource support.

The Post-Reintegration Web site is the fifth Web site USAREUR G1's Military Plans and Policy Division has developed during the past 18 months to provide updated deployment information and support for Soldiers, civilians and their families. All USAREUR G1 Web sites can be found on the USAREUR home page at the "Soldier and Family Focused" links in the lower right-hand corner.

USAREUR home page:  
[www.hqusareur.army.mil](http://www.hqusareur.army.mil)

Post-Reintegration Web site:  
[www.per.hqusareur.army.mil/postreintegration/](http://www.per.hqusareur.army.mil/postreintegration/)

The Leader Post-Reintegration Guide is simply the latest USAREUR tool strengthening the USAREUR Reintegration Model. It emphasizes, again, the paramount importance USAREUR places on taking care of Soldiers, civilians and their families

The Post-Reintegration Web site is the fifth such site USAREUR G1's Military Plans and Policy Division has developed during the past 18 months to provide deployment information and support to Soldiers, civilians and their families.



photo by Karl Weisel, 104th ASG Public Affairs Office

Sgt. 1st Class Vaniser Earls (right) and Sgt. 1st Class Jimmy Stogner check in fellow Soldiers from the 127th Military Police Company at the Fliegerhorst Fitness Center in Hanau during reintegration processing from Iraq in April.


while maintaining personnel readiness.

Frutiger has stated repeatedly that "leaders must understand that post-deployment behavioral issues can, and will, exist, and that leaders must stand ready to recognize problems, empathize with individuals and har-

ness the proper support from the experts in their community as quickly as possible."

Through continuous, proactive leader involvement, USAREUR will fully maintain its personnel readiness, and its reintegration programs will endure as a model of success.





# Ceremony recalls Revolutionary legacy of von Steuben

The Lange Kerls of Potsdam perform a short skit portraying von Steuben training Washington's Army. The original Lange Kerls, literally "tall fellows," were the royal guard of Friedrich Wilhelm I, who ruled Prussia from 1713 to 1740.

story and photo by Sgt. 1st Class Harvey Cole  
USAREUR Public Affairs

**T**he determination of one Prussian army officer helped motivate a ragtag bunch of American Army troops during the early stages of the Revolutionary War, and planted the seeds of friendship between two countries.

That friendship continues to grow even today, as evidenced by the two nations' representatives gathered in Potsdam, Germany, April 30 in that officer's honor. The occasion was a ceremony rededicating the monument to the first Inspector General of the United States Army, Gen. Friedrich Wilhelm August Von Steuben.

"This monument tells us as a nation how important he was," said Lt. Gen. Stanley E. Green, the current Inspector General of the Army and keynote speaker for the ceremony. "This is a reaffirmation of our long-standing ties with the German people, and as allies what we've done around the world fostering freedom."

Jann Jakobs, the Lord Mayor of Potsdam, led off the remarks by welcoming attendees to his city. He was followed by Maj. Gen. Walter Wojdakowski, acting deputy commanding general, USAREUR; John A. Cloud, the charge d'affaires of the U.S. Embassy in Germany; Henning-Hubertus Baron von Steuben, the president of the von Steuben Family Association; and finally Green.

In keeping with the spirit of the event, both German and American speakers noted von Steuben's influence on the early U.S. Army, and how that foundation helped shape today's force.

"He provided tutelage to the leaders of our force in its infancy," Wojdakowski said. "Today we reap the benefits of General von Steuben's work in our battle against terrorism."

Von Steuben's assistance to Gen. George Washington's

## International Partnership

USAREUR's presence is a demonstration of the U.S. commitment to NATO and coalition nations.

troops was the beginning of a long history of friendship and cooperation between Germany and the United States. Cloud noted this, saying that the rededication of von Steuben's statue is "symbolic of the deep roots underlying the German-American relationship."

"Discipline, hard training, integrity and leadership ... these principles live on today in the U.S. Army," Green said. "[General von Steuben's] enduring legacy has earned him a place alongside the founding fathers of our nation."



photo by Harald Risch, VISE Media

Green said, "If we as Americans look at the revolutionary war time frame as the birth of our nation and the very beginning upon which we established a greater foundation you cannot help but sort through the issues of the discipline of the Army and Navy that brought this nation into being. Clearly we are a force to be reckoned with and that continuation of discipline; that continuation of integrity as fostered by Baron von Steuben carries on today."

The Statue of Baron von Steuben which stands today in Potsdam is a replica of the original statue, a gift from the American people to the German nation. The statue portrays von Steuben in his military dress uniform, surveying the troops at Valley Forge.



We continue to actively fight and win battles for resources to keep USAREUR Soldiers, equipment and facilities in top condition.



## USAREUR takes three-pronged approach to controlling Balkans contract costs

by Theresa Davis  
Deputy Chief, Plans and Operations Division  
USAREUR G4

**A leaner force  
= increased  
reliance on  
contracted  
logistics support  
= out-of-control  
costs? Not  
necessarily.**

**W**hether keeping peace in the Balkans, or more recently fighting terrorists in Afghanistan and Iraq, today's streamlined forces rely on contracted logistics support.

For the U.S. military, that support requires careful resource stewardship. Contractor services and their costs are of particular interest to Congress, and are subject to intense Congressional scrutiny.

U.S. Army, Europe has employed contractor support in the Balkans since we began operations there in 1995. In the intervening decade, USAREUR leaders have taken significant steps to ensure proper stewardship of limited resources. Still, the Government Accountability Office reported in September of 2000 that

the Army should do more to control Balkans contract costs.

That report identified several shortcomings; USAREUR took immediate action.

In a later report, GAO concluded, "USAREUR's efforts should be a benchmark for other major contracts."

How did USAREUR improve contract oversight and get control over contract costs?

The answers to that question may serve as advance lessons learned for other commands reliant on contracted logistics support.

### The Players and the Contract

In December 1995, U.S. troops deployed to Bosnia as part of a multilateral coalition under NATO command to help implement the Dayton Peace



Accords. In June 1999, the U.S. began providing additional troops for the NATO-led Kosovo Force to assist in peace enforcement in Kosovo.

Headquarters USAREUR was — and still is — responsible for supporting troops deployed to the Balkans. The command turned to a contractor to house, feed and provide services to the Bosnia and Kosovo task forces.

USAREUR chose the U.S. Army Corps of Engineers Transatlantic Program Center, or CETAC, to award the contract. The Defense Contract Management Agency and the Defense Contract Audit Agency support CETAC with contract administration and oversight.

The Balkans Support Contract was competitively awarded to Halliburton's Energy and Construction Group, Kellogg Brown and Root, in February 1999 and became effective that May.

In terms of managing costs under the contract, the main players are the consumers of the services — the task forces; the provider of the services — KBR; and the bill payer — USAREUR.

### **Why Reduce Costs?**

Because the cost of Balkans operations comes out of USAREUR contingency operations funding, USAREUR has a clear incentive to reduce costs. This wasn't always the case; initially, USAREUR's focus was on supporting

**In terms of managing costs ... the main players are the consumers of the services — the task forces; the provider of the services — KBR; and the bill payer — USAREUR.**

the mission — getting essential services in place to support Soldiers in a hostile environment. As the situation stabilized, our focus began to change to cost controls.

In 2001, funds for the Balkans were integrated into USAREUR CONOPS funding, and USAREUR's level of interest in Balkans spending became even more acute.

The emphasis on contract cost reductions was driven by limited resources, but was also directed from the top. USAREUR then-deputy commanding general, Lt. Gen. Michael L. Dodson, emphasized the importance of controlling costs, and established a clear line of contract accountability to the USAREUR G4 (Logistics) shop.

While he delegated cost-control responsibility, the DCG maintained his involvement and oversight throughout the process.

### **Three-Pronged Approach**

The task force commanders are the main consumers of Balkans contract services. KBR provides the services, while the USAREUR G4 pays the bill and oversees Balkans KBR contract support. To reduce costs, all three main players would have to engage in and support the effort.

The three groups initially had divergent interests. The task forces and other supported personnel are stationed in the Balkans for six months at a time, and have a relatively short-term view. They naturally wish to have the best quality of life they can in an otherwise harsh environment.

As a for-profit company, KBR was willing to provide increased services to the consumer. The increased services meant increased estimates at completion and, potentially, larger base fees and award fees paid to the contractor.

The USAREUR challenge was to motivate the task forces and the contractor to help us control costs. Our approach was three pronged: we provided a financial incentive for the contractor to reduce costs; we set service level expectations for the task forces and gave them a budget; and we took a hard look at the contract and our own internal procedures.

### **Motivating the Contractor**

How did we motivate the contractor to control costs?

The Balkans contract is cost reimbursable, performance-based, and gives the contractor considerable flexibility in determining how best to provide the requested services.

Under the contract, the Army reimburses KBR for costs incurred. KBR makes a profit from a base fee of 1 percent of the estimated cost of the work performed and an award fee of up to 8 percent of the estimated cost of the work performed.

The contractor's performance is rated in three areas: cost control and financial management; performance; and coordination, flexibility and responsiveness.

The G4 tied a portion of the award fee determination to cost reductions, and required the contractor to demonstrate real cost savings to merit the highest level rating.

Further, in evaluating contractor performance, USAREUR increased the cost-control weighting from 30 percent to 40 percent, and reduced performance and flexibility weighting from 35 percent to 30 percent. Cost control thus became the highest-weighted element in contractor evaluations.

With KBR's award fee now partially contingent on reducing costs, the company began identifying savings opportunities.

For example, the contractor converted a number of formerly U.S. employee positions to host-country national positions, and reduced the number of overtime hours worked. In fiscal year 2003 alone, this gave USAREUR a contractor labor-cost savings of \$34.8 million.

### **Motivating the Consumers**

How did USAREUR get help reducing costs from U.S. military units deployed to the Balkans?

We developed the Red, Blue and Green books to set respective service level standards for facilities, base camp operations and resource management, in contractor-provided services as diverse as ammunition supply, transportation, laundry, power generation and space allocations for living quarters.



USAREUR staff and Balkans task force elements jointly contributed to the books, which now give clear guidance to the contractor on services authorized. These contingency service standards are reviewed periodically.

Task forces also now receive a contracting budget for the year. This ensures commanders understand how their actions drive costs and affect overall resource stewardship. Additional services they request, from KBR or other contractors, are charged to this budget.

USAREUR then examined the request guidelines, through the existing Joint Acquisition Review Board. Following its review, the board lowered dollar thresholds for approval: Originally, contracting actions under \$100,000 could be approved by the task force, while USAREUR staff elements could approve expenditures under \$500,000.

The review board lowered these dollar thresholds to \$50,000 and \$200,000 respectively, giving USAREUR better visibility of Balkans purchases. A further review of the standards, now underway, will likely reduce these dollar amounts even further.

### Doing a Better Job Ourselves

We also took a hard look at how we were doing business under the Balkans Support Contract, and set out to improve our internal actions.

Early on, the USAREUR G4 had only one civilian working part time to oversee the contract. The office expanded this part-time position into a contract management cell.

This contract management cell improved the G4's visibility over contractor actions in the areas of subcontracting, property purchases, and incidental construction and services.

We have also often relied extensively on audit organizations such as Army Audit Agency and USAREUR's Internal Review and Compliance Office to review various aspects of the operation.

Further, GAO's role should not be underestimated: Their regular visits and follow-on audit recommendations helped provide momentum and emphasis to controlling costs, and also provided independent monitoring that helped us judge the success of our efforts.

USAREUR renegotiated with the contractor and revised the estimated cost of work performed for fiscal 2003 and fiscal 2004 from approximately \$578 million to approximately \$419 million, reducing the base and award fee pools for this period by approximately \$13 million.

We also directed additional USAREUR representation to the award fee board, and instituted partnering sessions with the contractor and a Senior Management Council. These meetings further improved communications among KBR, CETAC and USAREUR.

Finally, we added an on-site KBR liaison within the G4. This move has provided valuable feedback and allowed us to make more cost-effective operational decisions.

### Realigning as Requirements Change

While we were reducing contract costs, operational requirements were also changing. From May 1999 to De-

cember 2003 there was a 70 percent troop reduction in the Balkans. Seemingly, this would help us to reduce costs, but the decline in troop strength did not lead to an equal reduction in costs.

As the troop levels declined, functions that had previously been performed by Soldiers shifted to the contractor.

The contract originally included such services as base camp operations and maintenance, food service, laundry, equipment maintenance, road maintenance, transportation and environmental services.

As troops performing certain other missions left, KBR took those duties on: fire fighting, airfield crash and rescue, snow and ice removal, vehicle maintenance, supply support activity operation, and more.

Even though we asked the contractor to provide more

**USAREUR CONOPS spending dropped from \$2.2 billion to \$782 million, while Balkans support costs fell from \$579.1 million to \$215.8 million... This was a significant accomplishment.**

and more services, consolidate personnel and deconstruct camps and facilities, we reduced Balkans contract costs by 63 percent.

From fiscal 1999 to fiscal 2003, USAREUR CONOPS spending dropped from \$2.2 billion to \$782 million, while Balkans support costs fell from \$579.1 million to \$215.8 million.

Contract costs remained approximately 25 percent of CONOPS spending in the Balkans during this period, while contracted services steadily increased. This was a significant accomplishment.

### Lessons Learned: Ownership is Key

What lessons can be learned from USAREUR's efforts to control Balkans contract costs?

First, someone must be responsible for contract management and oversight; in effect, have 'ownership' of the contract. USAREUR's deputy commanding general assigned management responsibility to the G4, while maintaining his own involvement and oversight.

Second, change requires adequate resources. The USAREUR G4 increased its oversight capability by establishing a contract management cell.

Third, partner with audit agencies, including GAO. We worked to implement GAO findings, and used subsequent GAO visits to assess the success of our efforts.

Fourth and finally, teaming works. The USAREUR G4 systematically partnered with KBR, the task forces, CETAC and DCMA.

All the players drove toward the same goal: excellent, cost-effective support for Soldiers deployed to the Balkans.



USAREUR will continue to sustain the quality of life and well-being of Soldiers, families and our civilian workforce.

## 'Deployment as a Family Affair' Conference

# USAREUR 'gets it right' for families of deployed

by Jason L. Austin  
USAREUR Public Affairs

**"W**hat we were doing for families before 9/11 was routine," said Brig. Gen. Rusty Frutiger, U.S. Army, Europe deputy chief of staff for Personnel. "We hadn't been in war for 15 years. What we did after 9/11 is take those programs and turn them upside-down. We took a holistic look at what we did for families. We took every regulation and every pamphlet and we developed new things."

The process of overhauling USAREUR's deployment policies to better help families prompted the May 8 to 10 Deployment as a Family Affair conference, attended by family members and family service support experts.

Gen. B.B. Bell, commanding general, USAREUR, told conference attendees, "I want you to grade our paper. I want you to look at the (regulations, pamphlets,) circulars, documents, programs that we have put together."

If something isn't right, he said, he wants to know.

The need to "get it right" for families coping with deployment is a readiness and retention issue, Frutiger said.

"It's all about readiness: Soldier readiness, family readiness," Frutiger said. "The Soldier is not ready if his family is not ready and the family is not ready if the Soldier's not ready."

Family readiness is a combat multiplier, he said.

"When it gets right down to it, the Soldier stays because the family wants to stay," Frutiger said.

Readiness and retention aren't the only reasons USAREUR is working to help families; as Frutiger said, they do it because it's the right thing to do.

"Everything we do in the G1 is quite frankly all about the families," Frutiger said. "That's why we come to work every day."

Frutiger said the Army's, and USAREUR's, support for families has grown tremendously in recent years.

"I have never (before)... had the ability to do what we have done in the last couple of years for families," he said. "And we also realize that even though we've done that, we have a lot more to do."

Frutiger said feedback from families, often gathered through the feedback feature of the G1 Web site drop-down menu ([www.per.hqusareur.army.mil](http://www.per.hqusareur.army.mil)), drives USAREUR's actions on their behalf. Gathering feedback was also part of the conference's purpose.

"That's what this conference is all about, to grade our papers and to tell us exactly what you want to see us do this next year," Frutiger said.

Issues raised at the conference included a requirement that residents living in quarters mow the first 50 feet from their building; the affordability of child care; and chaplain

support for rear detachments.

Bell quickly resolved many of the issues, for example ordering contracted mowing services to provide to-the-door grass cutting around on-post family living quarters.

Other issues could take a year or more to resolve, Frutiger said. Some, such as cost of living allowance adjustments, are beyond the direct control of the USAREUR staff. Those issues may be resolved through dialogue with



**The Blue Box contains regulations and other documentation on deployment and how it affects families. The "Blue Box Button" allows families to access the information at the click of a mouse.**

the Department of the Army staff, he said.

One conference result was the "Blue Box Button" on the USAREUR Web site ([www.hqusareur.army.mil](http://www.hqusareur.army.mil)). The Blue Box, distributed throughout the Army, contains regulations, pamphlets, brochures, and other documentation on deployment and how it affects families. The "Blue Box Button" is the online version, allowing families to access the information at the click of a mouse.

During the opening ceremony of the conference, Bell told Frutiger he wanted the Blue Box online. Several hours later the Button was active.

During her remarks at the conference, Delores Johnson, from the U.S. Army Community & Family Support Center, said she would take the Blue Box Button concept back to Washington for wider implementation.

"I'm going to give it to our contractors and use it. We're going to use your solutions to springboard into the kind of answers we need for the rest of the Army," she said.

"The Army does a great job in taking care of things. What we've been able to do is concentrate on a small part of the Army," Frutiger said. "The reality is that we crawled when we started. I believe we're running now."

The USAREUR staff plans to host the conference again next spring, extending it by another day. Then they will again see what they have accomplished and decide what more can be done for the families in USAREUR, Frutiger said.

"I'm pretty excited about what we're doing for families," said Frutiger, "and we hope in some small way that it helps them get through these hard times."





*photo by Sgt. Adrian Schulte, CJTF-76 Public Affairs Office*

Soldiers of the Southern European Task Force's  
1st Battalion, 508th Parachute Infantry Regiment  
patrol the small town of Naka, Afghanistan.



# SITREP: Afghanistan

by Sgt. Adrian Schulte, CJTF-76 Public Affairs Office  
Maj. Gen. Jason Kamiya, Southern European Task Force and Combined Joint Task Force-76 commander, meets with a local leader in Afghanistan.

U.S. Army, Europe Soldiers moved in and took over many Afghanistan missions in 2005. From flying to fighting, patrols to logistics support, here are their 'situation reports' on success in the overall objectives:

## Fight Terror. Stabilize. Rebuild.

### Editor's note:

Southern European Task Force's role as Headquarters, Combined Joint Task Force-76 in Afghanistan reflects an expeditionary force with campaign qualities. U.S. Army, Europe, using an existing two-star command, augmented that headquarters with disparate, specialized units, filling the role of a division headquarters in an extended deployment.

"SETAF has proven itself to be a very capable JTF headquarters in past deployments," said Gen. B.B. Bell, USAREUR commanding general. "By augmenting the headquarters, adding capabilities from other units, and providing SETAF with a focused training experience, we were able to form a robust organization that is meeting all the operational requirements of the commander, Central Command, while also relieving the Army of the requirement to deploy another division headquarters to Afghanistan in the midst of war and transformation."

Employing SETAF as the headquarters significantly increased the Army's capability to provide full-scale support to combatant commanders.

Examples of that follow, in the accounts of small unit actions in Afghanistan.

Jan. 19, 2005

### SETAF Soldiers train for upcoming deployment

by Jason L. Austin, USAREUR Public Affairs

GRAFENWOEHR, Germany — Soldiers of the Southern European Task Force and other members of the future Combined Joint Task Force-76 trained for their upcoming deployment to Afghanistan during a recent mission rehearsal exercise at the 7th Army Training Command's Expeditionary Training Center, here.

SETAF relies on many resources to train for a seamless transition.

"We've been receiving a lot of help from the Joint Forces Command," said SETAF Command Sgt. Maj. Iuniasolua Savusa. "Along with that, we also have staff officers and commanders from the current JTF and the 25th Infantry, who have come here and provided updates on how they are currently doing business in country."

SETAF is not a divisional unit; it's a two-star headquarters made up of units from around the Army. Collectively these parts, along with servicemembers from other branches of the U.S. military and other NATO nations, form CJTF-76, said Savusa.

"These Soldiers have been in training for the past year now and they are being well led by our NCOs, veterans themselves," Savusa said. "Some of the Soldiers are veterans ... They're all about business. They are honing and trying to perfect their skills on how to take care of themselves, and also to seek out and destroy the enemy."

March 15, 2005

### 1/508 settles in for new mission in Afghanistan

by Sgt. Adrian Schulte, CJTF-76 Public Affairs

FOB ORGUN-E, Afghanistan — Lt. Col. Tim McGuire, commander, 1st Battalion, 508th Parachute Infantry Regiment, 173rd Airborne Brigade, and Task Force Fury, is noticeably excited about his battalion's new mission in Afghanistan.

After a year of preparation, "We are extremely prepared," McGuire said. "A large percentage of the battalion was in Iraq and those Soldiers who have joined us since our return from Iraq, many of them come with experience from Iraq and Afghanistan. So we are ready, well-equipped and very eager to get out and build upon the success of the units that have preceded us here."

While the troops are excited about what lies ahead, they are aware of the challenges, he said.

"There is an enemy out there and we are fighting an insurgency," McGuire said. "We are going to fight and win this insurgency because we are focusing on the people ... It's just continuing to extend the reach of the central government and show the Afghan people that their future lives are better with the rule of law, democracy and freedom."

For troops who rely on large, brawny Humvees to get around, the lack of roads will pose a challenge in a country

that often relies on alternate modes of transportation such as mules.

"One of our challenges will be the lack of infrastructure here," McGuire said. "Some of the roads right now are more rivers or tar pits of mud, so we will put a lot of effort into working with the Afghan officials to improve crossing sites and roads throughout the area."

The Red Devils are in place, settled and ready for the year ahead.

"The Afghans are committed to close relations with the U.S. and improving their life," McGuire said. "They have had 25 years of war here. They are ready for peace and they are ready to work hard to achieve it."

March 19, 2005

### Afghans, coalition work to rid country of weapons

by American Forces Press Service

WASHINGTON — Following tips from police and local citizens, U.S. and coalition forces recovered several caches of weapons in Afghanistan this week.

According to Brig. Gen. James Champion, deputy commander of Combined Joint Task Force 76, 43 percent of all weapon caches are turned in by Afghans.

"Every time an Afghan turns over munitions, that's one more Afghan on the side of peace rather than violence," Champion said. "Every bomb we find is one less the enemy can use against the Afghan people and coalition forces."

Ordnance disposal crews secured all the caches.

Coalition forces and Afghan police also recovered materials used to build improvised explosive devices.

According to IED Task Force Afghanistan Commander Lt. Col. Jack Knox, 90 percent of the IEDs discovered are





## SITREP: Afghanistan

remember our motto:  
“Failure is not  
an option.”

photo by Sgt. Adrian Schulte, SETAF Public Affairs Office

A Chinook slingloads an M119 105mm Howitzer into position at Forward Operating Orgun-E, Afghanistan, where Delta Battery, 319th Airborne Field Artillery Regiment, 173d Airborne Brigade Soldiers occupy a position.

reported by Afghan police, civilians and members of the military. Knox said the number of IEDs turned in by Afghans is up by 30 percent since last summer.

“Incidents like these, turning in IEDs and weapon caches, are a measure of how the Afghan people have supported the central government since the presidential election,” he said.

(Compiled from Combined Forces Command Afghanistan news releases.)

March 19, 2005

### 29th SG will form joint logistical command

by Brannon Lamar, 29th Support Group, 21st TSC

KAISERSLAUTERN, Germany — Hundreds of Soldiers from Kaiserslautern’s 29th Support Group departed March 19 for Afghanistan to perform their mission in the Global War on Terror.

The deployment marks the first time the unit colors have been moved to a combat zone since Vietnam. It is also the first step in the formation of a Joint Logistics Command that will involve more than 1,100 Soldiers from the KMC, said Col. Walter J. Sawyer, 29th SG commander.

“As the JLC, the unit will be responsible for supplying all U.S., Coalition, and Afghan forces in the region. In the process, the KMC troops will be joined by Soldiers, Sailors, Airmen, and Marines from 32 different units and

six subordinate commands,” Sawyer said. “Some elements will also include Guardsmen and Reservists based in Europe, Puerto Rico, Pennsylvania and Massachusetts,” he said. “This will make the new JLC one of the most diverse units on station worldwide — from the group headquarters down to the squad and team level.”

As the JLC, the command will be responsible for all logistical support throughout Afghanistan, in addition to running several other operations in Uzbekistan and Kuwait.

But the challenges of this deployment don’t just affect Soldiers who are deploying and their families. Many of the unit’s Soldiers will stay in Europe as a rear detachment.

“Those folks probably will have the hardest job of all. In fact, they are taking on two jobs,” Sawyer said. “The rear detachments will continue to support the central region mission and maintain the current standards here in Europe. Then they have the very important job of supporting the JLC downrange. Most important of all, they will be taking care of our families.”

During the unit’s color-casing ceremony, Sawyer offered encouragement to troops.

“Next year, when you get back home, you will stand a little taller and walk a little prouder. Because you will always know your sacrifices made a difference in the security and stability of millions of freedom-loving people around the world,” he said. “I also want to remind you there will be



a lot of good people over there counting on us ... remember our motto: ‘Failure is not an option.’ ”

April 1, 2005

### Troops patrol area, attitudes

by Sgt. Adrian Schulte, CJTF-76 Public Affairs

FOB ORGUN-E, Afghanistan — As the sun rose on a brisk Afghan morning, a platoon of paratroopers from Company A, 1st Battalion, 508th Parachute Infantry Regiment loaded their gear and clambered aboard Humvees. During the patrol, some infantrymen rode inside the trucks while others crowded into the backs of open-bed

Humvees, exposed to the elements.

Their role is clear: patrol the countryside for security and maintain relationships with local leaders. They oversee the Paktika province, a strategically important area in the southeastern part of the country that shares a border with Pakistan.

Staff Sgt. Timothy Jensen, a squad leader with Company A, said the patrols help maintain relationships with local officials.

“We try to meet with the mayors and police departments to assess their abilities. We find out any equipment they might need to help them better do their job,” he said.

The patrol made several stops, some including meetings





## SITREP: Afghanistan

photo courtesy CJTF-76 Public Affairs Office

Afghan National Army Soldiers watch as a Special Forces Soldier kicks in the door to a home before clearing the house during a village search in the Zabul Province. Afghan National Army Soldiers assisted the Special Forces Soldiers in the search for Taliban fighters in the remote village in 2004.

with local leaders. During the night it rained and snowed. By morning, some who spent the night out in the open woke up cold, wet and tired.

After sunrise, the Red Devils headed back to the U.S. base, moving slowly and cautiously over the rough terrain. FOB Orgun-E was a welcome sight to the Soldiers.

The troops rolled in, unpacked, refitted and awaited the next patrol, which for some would take place the following day.

"Every patrol makes a difference," Jensen said. "If just our presence deters somebody from setting up a rocket to hit coalition forces, we have made a difference."

April 9, 2005

### Air travel Afghanistan imperative

By Kent Harris, Stars and Stripes

BAGRAM AIR BASE, Afghanistan — Given Afghanistan's mountainous topography and the condition of the country's roads, it's easy to see that the best — if not the only — way to move around is through the air.

Task Force Sabre, based at Bagram and Salerno, and Task Force Storm, flying out of Kandahar Airfield, each have CH-47 Chinooks, UH-60 Black-

hawks and AH-64 Apaches in their arsenals.

Chinooks are the big haulers, carrying personnel and supplies to far-flung locations. Blackhawks are "the SUVs," said Maj. Kevin Vizzarri, the executive officer of Task Force Sabre. "It could be a gunship, transport passengers ... it does it all."

Then there are the Apaches, which act as escorts, provide reconnaissance and offer heavy firepower.

As for the personnel, most are based in either Illesheim or Giebelstadt, Germany, in the 11th Aviation Regiment or 12th Aviation Brigade. Trying to keep track of who's who and where they are is difficult.

"(We) basically took the 11th and 12th and mixed it all up," Vizzarri said. Add in a group of National Guardsmen from Oregon and Nevada, a few fixed-wing crews from Heidelberg, Germany, and their aircraft and hundreds of maintainers from the 7th Battalion, 159th Aviation Regiment from Germany and there are enough Soldiers for three task forces.

Vizzarri said crews would be making plenty of humanitarian missions as well as supporting coalition forces. He said most of the 100 or so helicopters will be in the air every day, with

the crews going up slightly less than that.

(By permission of Stars and Stripes.)

April 22, 2005

### TF Rock takes control

by Pfc. Jon Arguello, CJTF-76 Public Affairs Office

QALAT, Afghanistan — The 2nd Battalion, 503 Parachute Infantry Regiment, based in Vicenza, Italy, is now firmly situated in its new home in Afghanistan.

The battalion, now called Task Force Rock, departed from Aviano Air Base in late March for its second year-long deployment in three years.

The Rock has been extremely active since its arrival at Forward Operating Base Lagman on April 2. Both Battle and Chosen companies are stationed here while they maintain smaller outposts in the northern part of the province. Able Company is stationed at FOB Sweeney, which is a four-hour drive southeast of Lagman in the Shinkay district. Both FOBs are in Southern Afghanistan.

The smooth transition can be credited to planning, predeployment training at Grafenwoehr and Hohenfels, Germany, and the unit and chain of command emphasis on high stan-



dards, said Staff Sgt. Mark Flint, battalion communications noncommissioned officer in charge.

"From the time we jumped into the Rock," said Flint, referring to the battalion's jump into Corregidor, nicknamed "the Rock," during World War II, "this unit has held up to really high standards. In a year from now, you'll see some incredible changes just because we were here."

The Rock's paratroopers also face a transition of a more personal nature.

"It's hard to be away from family for a year," said Flint. "But there's a bigger picture involved. We're showing people in another part of the world that there is a different way to live."

May 2, 2005

## 'White Devils' recon

by Staff Sgt. Bradley Rhen

Combined Task Force Thunder Public Affairs Office

ZAMBAR, Afghanistan — Led by a Marine captain who spent the last six months leading his company of Marines through Khost province, Soldiers from Company A, 2nd Battalion, 504th Parachute Infantry Regiment got a good look April 29 at the region they will patrol for the next year.

Capt. Ken Barr, commander, Weapons Company, 3rd Battalion, 3rd Marine Regiment, took the White Devils to three villages in the northern part of Khost province, including one where a patrol was attacked in January.

Although the Army and the Marine Corps are distinct services with many different characteristics, Hollis said, Soldiers and Marines with boots on the ground have a lot in common.

"Everyone is here to do a job, and I think deep down inside everyone just wants to go home to Mom," he said. "The same jokes I hear the Marines mess around with, our Soldiers mess around with and I didn't really see a big difference."

May 18, 2005

## Paratroopers repel ambush

by Pfc. Jon H. Arguello

173rd Abn. Bde. Public Affairs Office

DEY CHOPAN, Afghanistan — In an intensive week of successful combat operations, 2nd Battalion, 503rd

Parachute Infantry Regiment came away with several victories demonstrating the awesome warfighting capabilities of Task Force Rock's paratroopers and their exceptional composure under fire.

As Battle Company climbed mountains chasing insurgents and Chosen Company won a victory in a large clash, a convoy carrying the battalion commander and sergeant major was ambushed and engaged in a fierce firefight that left one American injured.

"It was the worst I've seen in 22 years of service," said Command Sgt. Major Jeffrey Hartless, the battalion sergeant major. "From the first Gulf War to my last deployment in Iraq, I've never been in a firefight like that."

As the roads the convoy was trav-

next to Capt. Wright ... then he turned to me and said 'I'm hit' and went down," said Laboy-Cortes. "I started treating him. He was coherent and calm the whole time."

Capt. Benjamin Wright, from Metamora, Ill., began calling in his own nine-line report. The nine-line is a radio report describing the injury and whether or not medical evacuation is necessary. Laboy-Cortes took over from Wright and finished the report.

"I couldn't believe how well the Soldiers reacted to the ambush," Hartless said. "The ambush site was well planned and ranged, but the Soldiers were incredible."

The sergeant major devised a plan to remove the injured Wright from the kill zone: put the truck in reverse

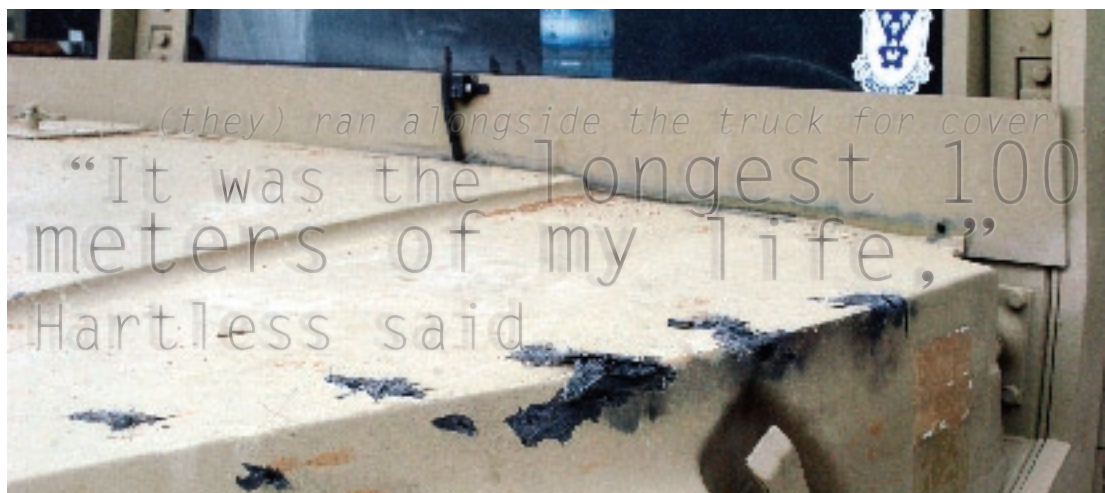


photo by Pfc. Jon H. Arguello, CJTF-76 Public Affairs Office

Bullet holes riddle this Humvee, recently caught in an ambush in Afghanistan.

eling grew rough, the vehicles, in two groups, became separated by more than 100 meters. At that point, the two parts of the convoy were attacked simultaneously by several rocket-propelled grenades.

"I yelled, 'IED! IED!,' but it was actually an RPG," Hartless said.

"Right after the command sergeant major said 'IED,' a hail of bullets came down," said Spc. Edwin Laboy-Cortes, from Fayetteville, N.C.

"We got out of the vehicle and bullets were flying through it," said Hartless. "We didn't think of closing the doors until a little later."

The separated groups lost radio communication early in the action.

"I couldn't get anybody on the radio. I thought they were all dead," Hartless said.

Soon the convoy took a casualty.

"I was behind the truck shooting

with the casualty inside, while he and Laboy-Cortes ran alongside the truck for cover.

"It was the longest 100 meters of my life," Hartless said.

Eventually, the Soldiers broke contact, close air support arrived and the enemy dispersed into the mountains.

Following the attack, Task Force Rock's paratroopers have a sharpened situational awareness.

"You really have to go out there and do what you're supposed to be doing," said scout Staff Sgt. Randall Austin. "They are dead set on killing us, but that's not going to happen."

*Editor's note:* "SITREP" will be a recurring EURArmy feature following deployed U.S. Army, Europe units and Soldiers supporting combatant commanders and fighting the Global War on Terror.



# Russians attend U.S. Army leadership course

by George M. Dryden  
U.S. Army Europe  
G3, International Operations Division

In an important first for U.S. and Russian security cooperation, six Russian Ground Forces noncommissioned officers recently attended the Expeditionary Training Center's Primary Leadership Development Course 05-06 at Grafenwoehr. From April 3 to May 6, the Russian NCOs integrated with their American counterparts, participating in every aspect of the course. The Russian students received most course materials in translated versions, and by all accounts performed very well.

International NCO professional development assistance is an important part of USAREUR's ongoing security cooperation efforts, as well as being a key part of the International Military Education and Training program. Building understanding at the NCO level will significantly advance US-Russian cooperation and lays the foundation for combined operations in the future.

These are the first Russian NCOs to go through the PLDC. Although the Russian students weren't fluent in English, continuous translation, Russian-speaking assistant instructors, and battle buddies overcame the language challenge.



Infantry Staff Sergeant Grigoriy Noskov, Russian Ground Forces, prepares to lead PLDC Soldiers into a building holding American hostages during a Situational Training Exercise while attending the 7th Army Noncommissioned Officer Academy, Camp Normandy, Grafenwoehr, Germany, April 3 to May 6.

photo by Paula J. Guzman, 7th ATC Public Affairs Office



We continue to actively fight and win battles for resources to keep USAREUR Soldiers, equipment and facilities in top condition.

## Army viewpoints: the Hon. Claude M. Bolton

### *Assistant secretary of the Army for acquisition, logistics and technology*

Claude M. Bolton spent five days in Germany recently, visiting U.S. Army, Europe leaders and acquisition professionals to discuss equipment, programs and Soldier needs. **EURArmy** talked with him in Heidelberg about Soldiers, Strykers and working for the Army.

by Karen S. Parrish  
USAREUR Public Affairs

**EURArmy:** What brings you to U.S. Army, Europe?

**Bolton:** I haven't been to Europe in maybe five years, so I'm here to talk to the command in USAREUR, along with several other areas – contracting and so forth – and ask some questions. Basically, what can we do for the command and the folks here who are supporting the warfighters in the AOR (area of responsibility)?

I just spent the last couple of hours talking to (Brig.) Gen. (Larry C.) Newman and his staff, to talk about what's going on downrange and how we're working together.

So that's the principal reason I'm here: just to come over and see what we're doing and how we can improve what we're doing.

**EURArmy:** What do you see as the primary concerns, relating to your duties, for those here in USAREUR who are supporting the warfighter?

**Bolton:** Well, I think the primary concerns for me are making sure my program managers are in sync with what USAREUR's doing – and they are. Another is, are there better management and contracting tools that can be used? And we're looking at that.

On the resourcing side, when I go back to the Pentagon,

the priority is to make sure that I understand USAREUR's concerns relating to resourcing well enough to articulate them back to the senior leadership.

**EURArmy:** You have had a wide range of roles and responsibilities throughout your career. As assistant secretary of the Army for acquisition, logistics and technology, what are your areas of focus?

**Bolton:** If I can answer that with a saying that I have, it's to provide the Soldier with the right system, at the right time, in the right place, and for those of us inside the (Washington) Beltway, at the right cost. But the first three things are the most important: system, time and place, because that's what the Soldier really cares about.

So I focus on four areas: programs; people; production, which is our industrial base; and then improving the first three. I call it "P cubed I." And I think that's working. The focus is on the Soldier, and providing what the Soldier needs.

**EURArmy:** How are we as an Army doing at providing the right systems at the right time in the right place?

**Bolton:** The person to ask is the Soldier in the field. I'll give you my perspective. If we look at the things we've fielded over the last two and a half years, (a success is) SAPE (small arms protection inserts) plates, body armor





plates. I've talked to a lot of Soldiers, and I don't know one who didn't have SAPE plates when they went across the berm (from Kuwait to Iraq.) There were a number of Soldiers in the early days who didn't have SAPE plates, but they were not in Iraq. They were in Kuwait or back in the states.

We went from producing 2,000 sets a month to 25,000 sets a month, in about a six- to seven-month period, and from two contractors to, now, six contractors.

In the area of up-armored Humvees (high-mobility multipurpose wheeled vehicles): In May of 2003, there were 253 up-armored Humvees in the fight. That was over 60 percent of all up-armored Humvees in the world. When the warfighter, because the enemy changed tactics, demanded more, we went from producing fewer than 40 a month to 550.

Now we're to the point that on the fifteenth of February, Gen. (George) Casey (commander of U.S. forces in Iraq) issued an order that no person would leave a defended compound without armor – vehicle armor, body armor and so forth.

We now have over 500,000 sets of SAPE plates, so obviously we can outfit everyone in Iraq, Afghanistan, Kuwait and back in the states. We're not going to quit until we hit about 840,000 sets.

We have, if you count all the vehicles, upwards of 30,000 armored vehicles: Humvees, trucks and other things, over there.

Why am I saying all of this? What this Army, what this industrial base, did outpaces and outstrips what this country did in the first two years of World War II. So, I think we've responded very, very well. I've got about 237 acquisition professionals on the ground with the Soldiers. Their job is to be with the Soldiers, understand what they need, and get stuff to them. I have a special team, we call it the Rapid Equipping Force, first headed by an armor colonel, Bruce Jette, who is an MIT doctor, PhD type. We sent him to Afghanistan with some robots; he taught Soldiers how to clear mines using those robots.

We have another group, headed by Brig. Gen. Jamie Moran. When we stood that up, we brought all the separate Soldier programs, about 200 of them – there were 300, and we integrated some of those – under that group. What he's done in the last two

years is outfit over 250,000 Soldiers with all the new items you see people wearing – the new helmet, the new sights in the gun, arm pads, knee pads, wicking T-shirts – and you might say those are minor items, but they were all separate programs, and every time they came up to the resourcing table they were too small, and people didn't pay any attention to them.

Well, I talked to 3rd ID before they redeployed, about halfway through their redeployment. Gen. (William G.) Webster was the commander, and that day as I chatted with him, there were Soldiers there wearing all the equipment. I asked them, "How do you like it?"

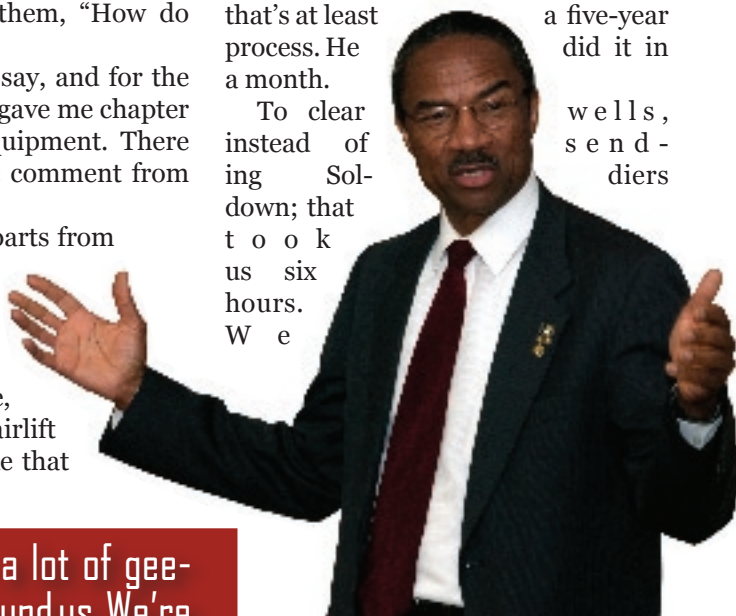
That's all I had to say, and for the next 10 minutes they gave me chapter and verse on this equipment. There was not one negative comment from one of those Soldiers.

We gather all the parts from around the country, we stage out of BWI (Baltimore-Washington International Airport) in Baltimore, we use a Russian airlift cargo aircraft, we take that

have you done, in your current position, to improve the process, the procedure, the time in getting equipment to troops on the ground now, as opposed to what you experienced then?

**Bolton:** Part is what I've talked about: the Rapid Equipping Force with the PhD colonel, the rapid fielding with Jamie Moran. To give you an idea of what Gen. Moran is doing, we have spent, what, 10 to 15 years trying to get this equipment to the troops? He's done it in two years. What Bruce Jette did, if you're going to take robots and introduce them to the Army, that's at least a five-year process. He did it in a month.

To clear wells, instead of sending soldiers down; that took us six hours. We



I think there is a lot of gee-whiz stuff all around us. We're getting better and better at gathering information, sharing information, decision making – not only on the battlefield but while on the move on the battlefield. These are some exciting times, both from a process standpoint and in actual warfighting capability.

into Kuwait on a weekly basis, and we put that equipment into the distribution system.

**EURArmy:** You take that equipment straight to the warfighters?

**Bolton:** All straight, yes. It's good. The cargo aircraft goes right over to Kuwait, and that's where we do the distribution to the Soldiers.

So, are we meeting the needs of the Soldiers? We ask that question every day, because lives are on the line here. We're always trying to find ways of doing it better.

**EURArmy:** You flew more than 200 combat missions in Vietnam. What

got a camera, a light, media card, cable and a notebook computer. Put it all together, and when it went down a well, we discovered a weapons cache.

Improvised explosive devices – IEDs. Bruce Jette started that task force, and it's now a joint operation. But it didn't take us long to get the electronics together, and more importantly, the TTPs (tactics, techniques and procedures), which most people forget all about. The training.

The push has always been to do it as fast as we possibly can, and keep it safe for the Soldiers.

Let's take a look at the Stryker. The Second Stryker Brigade is now in northern Iraq. From a vision by our



former chief of staff, Gen. (Eric) Shinseki, to an operational, deployed, warfighting brigade: four years. That includes 100 to 110 Stryker vehicles, another hundred or so other vehicles, and 3,500 folks. All trained, exercised, ready to go; four years. Just to build the Stryker vehicle, using the normal process, should have taken us 10 to 15 years. So I think, when you look at the Army, we've made acquisitions faster.

**EURArmy:** What is the status of Future Combat Systems?\*

**Bolton:** It is the largest, most complex system of systems program the Department of Defense – not just the Army – has ever done.

We're doing it as a team. With our requirements community, TRADOC (Training and Doctrine Command); with the acquisition community; with the resourcing community; with the test community; with scientists; with industry; we all work as one team. In fact that's what we call it, the FCS One Team.

FCS is a capability we will deliver to the force. Some of it will be in use in the next few years, as we take the technology as it matures and put it right into the current force while we continue to build the FCS.

If you like the Stryker Brigade, FCS is the Stryker Brigade, on steroids, times a thousand. It is a phenomenal capability for the Army, and it will grow over time. In terms of a full-up FCS Army, you won't see that for another 20 years, because it has to grow just as we've grown the big, heavy Army over the last 30 years.

**EURArmy:** What are the most profound differences Soldiers will see as FCS is phased in?

**Bolton:** I tell people to take a look at the Blue Force tracking 3rd Infantry Division used when they went into Baghdad. Take a look at how well it worked during the sandstorms, how Soldiers were able to communicate. These are things we were not able to do before.

The Stryker is already connected; that's why it does what it does ... why the Stryker as a brigade can do a division area of responsibility. So if Soldiers want to take a look at the Army of the future, I ask them, "Just take a look around you. If you're in the AOR, you're looking at the beginnings of where we're going."

**EURArmy:** What are the Stryker's capabilities?

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\* *Globalsecurity.org* defines FCS as "a joint, networked systems of systems – one large system made up of 18 individual systems plus the network and Soldier; often referred to as 18 plus one plus one. A Soldier, linked to these platforms and sensors, has access to data that can provide a much more accurate picture of what's going on around him."

**Bolton:** The Stryker is exciting. I was there when the 1st Stryker Brigade out of Fort Lewis was going through their rotation at the National Training Center two and a half years ago, and I happened upon an after-action briefing. What was striking to me, during the hour or so that I listened, was that this brigade is different.

I've been there for other brigades, and I know what people tend to talk about: the opposing force is very, very, tough, and they're humiliating us; we've got to get better;

where are the scouts; where is the intel; where is the firepower; where is the air (support) – I'm used to that.

What I heard here was an hour of situational awareness. They all have flat panel displays, so they can all see the current information, the current intelligence. The OPFOR, within the first few days, was on the run, and that's because the Stryker Brigade is moving so fast, and they're so well-coordinated.

I think there is a lot of gee-whiz stuff all around us. We're getting better and better at gathering information, sharing information, decision making – not only on the battlefield but while on the move on the battlefield. These are some exciting times, both from a process standpoint and in actual warfighting capability.

**EURArmy:** Is there anything you'd like to add?

**Bolton:** I think you know this, and the readers know this. The Global War on Terror is extremely important, not just to the United States but to a number of countries, and our coalition partners understand that. What we're fighting is good against evil. When you see the type of tactics that are used,

when innocent men, women and children are killed – we just had one in Afghanistan, where people had gathered to mourn one of their clerics who had been assassinated, and a terrorist came in among the mourners as a suicide bomber. To my way of thinking, that's just evil.

I see a lot of promise in that part of the world. The number of elections that have taken place, in Afghanistan, in Iraq, in Syria and in other places, is just amazing.

The first day I came to work at the Pentagon in this job, I looked into the eyes of a Soldier. And I said to myself, this is someone's son, daughter, husband, wife, brother, sister. They are doing their very best, and doing it very, very well. It's up to me, when I get in that office, to make sure they've got the equipment so that they can do that job, and be the best.

When you look at the Soldiers here in USAREUR, and you look at that uniform, it's the uniform worn by the very best Army in the world. The most capable, the most powerful, the most respected the world has ever seen. Best trained, best led, best people. My job is to make sure they have the best equipment.

I love it.



When you look at the Soldiers here in USAREUR, and you look at that uniform, it's the uniform worn by the very best Army in the world. The most capable, the most powerful, the most respected the world has ever seen. Best trained, best led, best people. My job is to make sure they have the best equipment.



# Anzio

Jan. 22, 1944, more than 35,000

American and British troops  
landed on beaches near Anzio

and Nettuno, Italy, beginning a five-month campaign that ended with the capture of Rome and the defeat and withdrawal of two German field armies. Despite those successes, the Anzio Campaign symbolizes, perhaps more than any other American battle, the frustration of Allied combat operations in World War II Italy.

## The Anzio Campaign

by Kevin McKedy

Office of the USAREUR Historian

**B**y January of 1944, American Soldiers had been fighting in Italy for five months, following the Allied September 1943 invasion of Italy at Salerno. The German Tenth Army skillfully withdrew along successive defensive lines in front of the steadily advancing American and British troops of the Fifth and Eighth armies. Allied troops, in the tough Italian terrain, always faced one more ridgeline, one more river, and one more carefully prepared German defensive position.

*A study of American operations in Italy during World War II provides present-day Soldiers and leaders a superb vehicle for discussing current tactical and operational methods. The critical six-month period of January to June 1944 and the battles of Anzio and Monte Cassino drew the senior leaders of United States Army, Europe, led by the Commanding General, Gen. B.B. Bell, to Italy for an extensive staff ride.*

*These senior leaders examined strategic problems and resource constraints during 1943 and 1944, and the operational and tactical problems confronting the era's American and British commanders in Italy. The staff ride prompted numerous discussions of the complexities of commanding, planning, and supporting combat operations in a secondary theater, working in a joint, combined environment.*

The two Allied armies faced the major German defensive line, the Gustav Line, anchored at Monte Cassino along the narrowest part of Italy, from the Tyrrhenian Sea in the south to the Adriatic Sea in the north. Monte Cassino lay 70 miles south of Rome, overlooking the main highway, Highway 6. A secondary road, Highway 7, the old Appian Way, ran along the coast. Allied commanders sought to dislodge the Germans from their carefully constructed defenses. An amphibious operation at Anzio, 40 miles southeast of Rome, code-named Operation SHINGLE, seemed



the most logical means to outflank the German defenses.

Anzio was linked to the two armies' battles against the German Tenth Army on the Gustav Line 50 miles south-east of Anzio. Originally conceived so the U.S. Fifth Army could outflank tough German defenses, the assault at Anzio quickly bogged down.

As the campaign evolved, American and British troops fought some of the most savage battles of the war against German attempts to destroy the beachhead. In the end, Anzio evolved into a separate front where the Allies could threaten the German rear only in conjunction with offensive action against the Gustav Line.

During the Italian Campaign, American units and Soldiers fought in a combined, joint environment over great distances and on widely separated fronts, alongside troops from not only Great Britain but also France and Poland. At various points the American Fifth Army, commanded by Lt. Gen. Mark Clark, contained a French corps of mostly North African troops, a New Zealand corps, and a U.S. corps with two new American divisions. U.S. regular and National Guard divisions fought together through difficult river crossings, winter mountain engagements and two major amphibious operations.

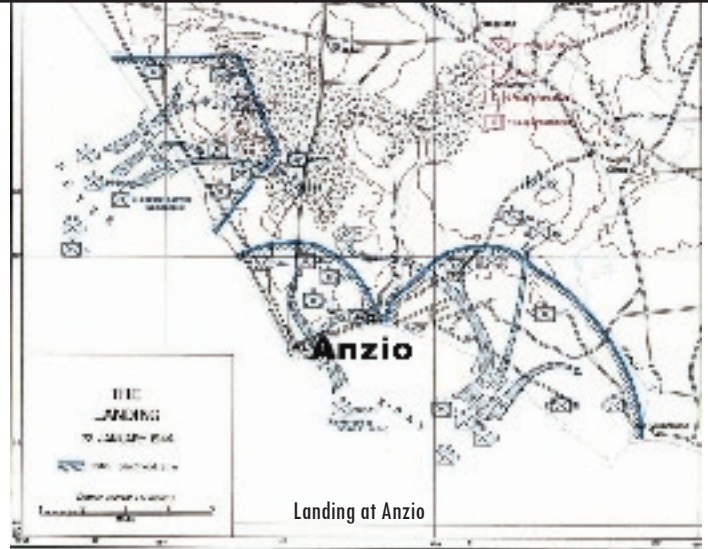
The Anzio campaign must be viewed within the context of Allied strategy in 1943-1944. British and American priorities were to defeat Germany in northwest Europe and vanquish Japanese forces in the Pacific Theater. Another strategic imperative was to assist the Soviets' titanic fight against Germany on the Eastern Front.

American leaders saw Allied operations in the Mediterranean and Italy as a secondary effort. The British viewed an Italian campaign as a means to draw German divisions away from the Russian front and open strategic opportunities in Italy, the Balkans and the eastern Mediterranean.

Beginning in early January 1944, the Fifth Army Commander, Clark, planned and conducted a series of corps- and division-level attacks against the Gustav Line. These attacks were designed to outflank German defenses on the Gustav line and divert German reserves from the Anzio area. Fifth Army elements conducted sequential attacks, initially by the French Expeditionary Corps against the German Tenth Army front north of Cassino, followed by the British X Corps south of Cassino along the coast, and the U.S. II Corps in the center astride the Liri Valley. These attacks succeeded in attracting German reserves away from the Anzio landings, but failed to breakout into the Liri Valley to allow Fifth Army to link up with the Anzio beachhead. During the II Corps battle in the Liri Valley, the U.S. 36th Division was shattered during its assault crossing of the Rapido River, and the subsequent attack of the U.S. 34th Division north against German defenses on Monte Cassino nearly rendered the II Corps combat ineffective.

Jan. 22, 1944, the British 1st Infantry and the U.S. 3rd Infantry divisions, reinforced by a provisional Ranger Regiment, conducted the amphibious landing at Anzio. Maj. Gen. John Lucas commanded the U.S. VI Corps, controlling headquarters for the operation.

The Germans were surprised both strategically and tactically, a tribute to both Allied control of the air and sea and to the deception plan. Nonetheless, the German commander in Italy, Field Marshall Albert von Kesselring, reacted quickly, and neither panicked nor withdrew the



German Tenth Army from its positions south of Anzio. Instead, Kesselring improvised an initial defense, directed his Fourteenth Army from Verona to command the operation, and deployed units piecemeal from multiple directions to contain the beachhead. By Jan. 26, parts of six German divisions were at the beachhead or nearby, and by Jan. 29 the Germans controlled more than 71,000 troops, decisively outnumbering VI Corps' 41,000 troops within the beachhead.

The VI Corps quickly lost any advantage gained by the landing, and Lucas' subsequent focus on consolidating and building troop strength gave the Germans time to build up a defensive crust around the VI Corps perimeter. The Allied drive for Rome and any strategic outflanking of the German Tenth Army would have to wait.

The secondary nature of the Italian theater hampered planning efforts for Operation SHINGLE at Anzio, and guaranteed a force that was too small to land and attack toward the Alban Hills and Rome. The Allied priority of the pending Operation OVERLORD, the invasion of northwest Europe, drove all Allied resource allocations. Fifteenth Army Group and Fifth Army received enough assault shipping and amphibious support craft for a landing and sustainment of only two division under the command of the U.S. VI Corps. The relatively small size of the landing force (in contrast to the 7 divisions landed in Sicily in July 1943, or the 5 division landing at Normandy in June 1944) did not provide enough combat power for a quick attack towards the Alban Hills and Rome after landing, thereby negating much of the strategic opportunity to be gained by outflanking the German Tenth Army.

The campaign suffered from conflicting guidance from its outset, as seen by the objectives stated by the Army Group Commander, Gen. Sir Harold Alexander, in contrast to those of Fifth Army's Clark.

While Alexander directed a drive on the Alban Hills south of Rome, Clark told Lucas to establish a beachhead and, *once that was secure*, drive toward the Alban Hills. Clark, according to Lucas, said, "Don't stick your neck out, Johnny. I did at Salerno and got into trouble."

Within days after the initial landings, British Prime Minister Winston Churchill complained about the "stranded whale" ashore at Anzio.

Initial VI Corps attempts to expand the beachhead foundered. The British 1st Division was nearly destroyed by German counterattacks. The U.S. 3rd Infantry Division's



attempt to attack in the eastern part of the beachhead met trouble as well; Maj. Gen. Lucian Truscott's plan to infiltrate two Ranger battalions through the German lines failed, with only six of the original force of more than 750 Rangers returning to U.S. positions.

By Feb. 5, the Allies were no longer thinking of attacking toward Rome, but simply of sustaining the VI Corps beachhead. The German Fourteenth Army attacked the VI Corps with more than seven divisions, culminating in a major counteroffensive from Feb. 16 to 19, and a second near Cisterna from Feb. 29 to March 2.

In both attacks, Allied fire superiority, coupled with tenacious defensive fighting by the infantrymen and tankers, won the day for the VI Corps defenders.

In February and March, the U.S. Fifth Army launched two more attempts to take Monte Cassino, penetrate the Gustav Line, and move toward Anzio. Both attempts were

Line.

VI Corps prepared for its assault with intensive planning, rehearsals and creative deception plans. Within the U.S. 1st Armored Division, Maj. Gen. Ernie Harmon instructed leaders at all levels to review terrain maps prepared by division planners. The division made extensive preparations to breach and pass through German mine fields; counter battery and harassment fires masked the assault units' forward movement.

The Fifth and Eighth armies began the allied offensive, Operation DIADEM, on the night of May 11. The II Corps and French Expeditionary Corps attacks progressed well, achieving a penetration of German defenses and forcing a German withdrawal from the Gustav Line and Liri Valley; however, the British attacks in the Liri Valley moved slowly. Nonetheless, Alexander ordered the VI Corps breakout to begin May 23.

It did. Truscott had massed five U.S. and two British divisions, along with supporting elements of the corps, in the beachhead. When Operation BUFFALO (the VI Corps breakout) began May 23, the German Fourteenth Army commander, Generaloberst Eberhard von Mackensen, misjudged the location of the VI Corps main attack, and VI Corps deception efforts contributed to this misperception. The VI Corps advanced steadily through successive German defensive lines, isolating strong points and continuing the attack toward Valmontone.

The Fifth Army Commander, Clark, was not content to cut off and destroy the German Tenth Army. He directed VI Corps to shift its main effort to the northwest, away from Valmontone and toward Rome. This move meant VI Corps lost the chance to cut off the Tenth Army during its withdrawal from the Gustav Line, and contravened very clear guidance from Clark's commander, Alexander.

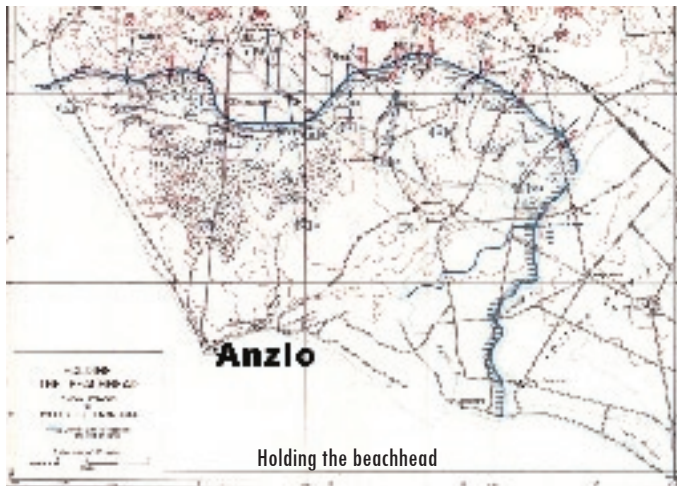
Ultimately, Rome fell to the Fifth Army June 5, and Mark Clark drove through a liberated Rome as the leader of a conquering army. Both the German Tenth and Fourteenth armies withdrew north of Rome, and continued fighting the Allied forces up the length of the Italian peninsula for nearly another year, until May 2, 1945.

The campaign at Anzio cost the American Army more than 11,000 wounded and 2,800 dead. Total casualties were 42,200, including 26,000 nonbattle casualties. The campaign failed in its strategic objectives of destroying or forcing the withdrawal of the German Tenth Army, though the battles from January to June had attracted German divisions from the Balkans, France and Russia, achieving one goal of diverting German forces from the east and from the prospective Allied invasion of France.

The Anzio Campaign, studied in conjunction with the battles along the Gustav Line, offers leaders myriad examples of the problems of joint and combined operations, the complexities of operations in varied terrain, and the strategic questions of resource allocation and operations in a secondary theater.

Many aspects of the Anzio Campaign reflect the current strategic and operational realities of the Global War on Terror.

The conduct of combat operations in Iraq and Afghanistan, where American forces fight alongside Allied forces, often over great distances, replicates many of the issues faced by American leaders in 1943-44. American Army units daily fight in a joint environment in both theaters of operation, just as they did in Italy.



A U.S. Soldier takes aim during the Anzio breakout.

frustrated by German defenders.

The Anzio beachhead lapsed into a stalemate. Alexander began to reorganize forces in the Fifth and Eighth armies.

His plan called for the Fifth and Eighth armies to attack the Gustav Line and, in combination with a timed breakout from Anzio by the VI Corps, force a German withdrawal leading to the destruction of the German Tenth Army and the capture of Rome.

VI Corps steadily built up its combat power at the beachhead for Operation BUFFALO. The operation called for VI Corps' forces to attack with 48 hours' notice to break out from the beachhead, penetrate the German lines near Cisterna and continue the attack toward Valmontone, astride Highway 6. This would sever a main route of withdrawal for the German Tenth Army defending along the Gustav





**I will always place the mission first  
I will never accept defeat  
I will never quit  
I will never leave a fallen comrade**



## Medals of Honor, Men of Honor

by Kevin McKedy  
Office of the USAREUR Historian

**T**he Warrior Ethos guides American Soldiers in the conduct of their professional and personal lives. The history of the American Army is replete with examples of Soldiers who, during the chaos, confusion, and hardship of combat, exemplify the Warrior Ethos.

For their courage during the Anzio Campaign of January to June 1944, 23 American Soldiers were awarded the Congressional Medal of Honor. Three are highlighted here: two enlisted and one officer.

### **I will never leave a fallen comrade**



Hawks

Early in the campaign, the U.S. 3rd Infantry Division attacked on the right toward Cisterna and Carano. Late in the afternoon of Jan. 30, medic Pfc. Lloyd Hawks watched his fellow Soldiers, some wounded, pinned down by enemy fire. Hawks crawled forward to assist wounded Soldiers.

The Medal of Honor citation reads, in part:

*"Despite continuous automatic fire from positions only 30 yards away and shells which exploded within 25 yards, Pfc. Hawks returned to the second man and administered first aid to him. As he raised himself to obtain bandages from his medical kit his right hip was shattered by a burst of machine gun fire and a second burst splintered his left forearm ... Pfc. Hawks, despite severe pain and his dangling left arm, completed the task of bandaging the remaining casualty and with superhuman effort dragged him to the same depression to which he had brought the first man."*

Hawks survived the war but died in 1953 at the age of 42.

### **I will never quit**

The night of April 23, 1944, 19-year-old Pfc. John Squires, of A Company, 1st Battalion, 30th Infantry, of the 3rd Infantry Division was taking part in his first offensive operation since joining the 3rd Division. Squires served as a platoon runner, a dangerous job which exposed the Soldier, whose job was maintaining contact with other units, to enemy fire and observation.

From the citation for John Squires' Medal of Honor:

*"...Acting without orders, he rounded up stragglers, organized a group of lost men into a squad and led them forward ... When his platoon had been reduced to 14 men, he brought up reinforcements twice. On each trip he went through barbed wire and across an enemy minefield under intense artillery and mortar fire. Three times in the early morning the outpost was counterattacked. Each time Pfc. Squires ignored withering enemy automatic fire and grenades which struck all around him, and fired hundreds of rounds of rifle, Browning automatic rifle, and captured German Spandau machine gun ammunition at the enemy, inflicting numerous casualties and materially aiding in repulsing the attacks."*



Squires

Squires, promoted to sergeant, was killed in action one month later, May 23, 1944, the first day of Operation BUFFALO, the VI Corps breakout from the Anzio beachhead.

### **I will always place the mission first**



Fowler

Thomas Fowler was a tank platoon leader in the 191st Tank Battalion in the Anzio beachhead, looking at the Alban Hills less than 10 miles away, and preparing to lead his Soldiers during the VI Corps attack to break out from Anzio.

From the citation for Fowler's Medal of Honor:

*"...Realizing that a dangerous gap existed between his company and the unit to his right, 2d Lt. Fowler decided to continue his advance until the gap was filled. He ... brought the infantry into position where they dug in and, under heavy mortar and small arms fire, brought his tanks forward. Several Mark VI tanks fired their cannons directly on 2nd Lt. Fowler's position. One of his tanks was set afire ... he ran directly into the enemy tank fire to reach the burning vehicle. For a half-hour, under intense strafing from the advancing tanks, although all other elements had withdrawn, he remained in his forward position, attempting to save the lives of the wounded tank crew. Only when the enemy tanks had almost overrun him, did he withdraw a short distance where he personally rendered first aid to 9 wounded infantrymen in the midst of the relentless incoming fire."*

Fowler was subsequently killed in action June 3, 1944. He was 22 years old.

#### *Additional reading:*

For more information about the Anzio Campaign and the American battles in Italy, review Martin Blumenson, "Salerno to Cassino," and Ernest F. Fischer Jr., "Cassino to the Alps," both volumes of the official history series, *The United States Army in World War II*. Carlo D'Este, "Fatal Decision: Anzio and the Battle for Rome," and John Ellis, "Cassino: The Hollow Victory," provide analysis of both the strategic and tactical details, with more specifics on the nature of the battles and the personalities of the commanders.

Kenneth N. Jordan, Sr., in "Yesterday's Heroes," provides news clippings and official documents concerning the theater of operations for WWII awardees of the Medal of Honor. The Web site for the U.S. Army Center of Military History, at <http://www.army.mil/cmh/Moh1.htm> lists the names and citations for all U.S. Army awardees.





## BOTTOM LINE:

### Training for combat

I would like to share with you a few thoughts about individual Soldier training in U.S. Army Europe. Not long ago, I had the opportunity to visit Basic and advanced individual training at Fort Jackson, S.C., and see recently incorporated changes in the training. I was absolutely amazed at what we are now requiring of our newest Soldiers!

These are just a few of the innovations toward preparing a better Soldier:

- Individual weapons are issued on “Day Three” of basic training and the Soldier carries the weapon until graduation. The Soldier is also issued a magazine and blank ammo to assist in teaching weapons safety, muzzle discipline, and ammo accountability.
- Body armor is worn any time Soldiers are in kevlar and load-carrying equipment, including when they are qualifying with their weapons.
- Convoy live-fire, reflex firing, and clearing a building are all now a part of the basic training experience.
- Advanced Individual Training Soldiers have “Warrior Week” wherein they enhance and further develop their war-fighting skills.

Likewise, here in USAREUR, we have sought to strengthen our approach to training. Our Soldiers at the Primary Leadership Development Course now experience six days in the field developing their leader skills under tough conditions, where in the past they would have only spent two days doing so. From all reports, even our young veterans with recent combat experience feel this new emphasis on field leadership has greatly added to their skill-sets.

We also now have the Small Arms Master Marksmanship Course, a three-week course wherein we train noncommissioned officers to become unit experts in how to train with weapons and set up qualification ranges. While meeting the needs of all units, this course is of exceptional value to Combat Service and Combat Service Support units, who may be in need of small arms experts.



I know that throughout USAREUR, NCOs are seeking to provide tough, realistic training for their troops, regardless of unit mission or density of military occupational specialty. I applaud this effort and strongly encourage NCOs to be both innovative and demanding in the training.

Regardless of what type of unit we serve in, beyond MOS proficiency, we must seek to develop “hardened Soldiers,” who are both mentally and physically tough, and willing to meet any challenge. Every Soldier should be competent and confident with their personal weapon. They must also possess stamina and endurance, able to hang tough under the most miserable conditions. And finally, they must have the will to fight and win.

We have a magnificent Army with incredibly capable Soldiers who have the spirit and motivation to rise to any challenge. We, the noncommissioned officers, are responsible for the discipline and standards within our unit. We owe it to our Army to provide the best-trained, most physically fit Soldiers possible... Soldiers who possess both the warrior spirit and the warrior ethos. Train Hard!  
ANY MISSION, ANYWHERE!

Michael L. Gravens  
Command Sergeant Major  
United States Army Europe and 7th Army





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